ISLANDS TRUST FUND
STRATEGIC PLAN FOR 2003-2007

Our Vision Is:

"The Islands Trust Fund has created a legacy of special places, protecting both natural and cultural features in perpetuity that is helping to sustain the unique character and environment of the Islands Trust Area."

Over the long term, the legacy will protect at least 25% of the remaining Coastal Douglas-fir and Coastal Western hemlock ecosystems in the Islands Trust Area and their related features, values and habitats with a view to ensuring that they continue to thrive in future generations. The legacy will also protect a variety of significant cultural landscapes that help preserve the scenic, rural and marine character of the Islands Trust Area into the future.

Our Mission Is:

"The Islands Trust Fund is an active regional land trust that protects special places by encouraging, undertaking, and assisting with voluntary conservation initiatives within the Islands Trust Area."

Our Priorities

To move toward the vision and achieve our mission over the next five years, the Islands Trust Fund will:

1. provide leadership in conservation planning;
2. protect of significant areas; and
3. increase people's understanding of our landscape and the benefits of protecting it.

Our Goals

The Islands Trust Fund Plan sets out the following goals:

Conservation Planning

1. To establish a regional conservation plan for the Islands Trust Area that identifies significant ecosystems that are considered key areas for conservation and outlines priorities and tools for protection.
2. To assist other conservation agencies and land trusts in their conservation planning initiatives within the Islands Trust Area.

Protecting Significant Areas

3. To protect an additional 5% of the significant ecosystem areas identified in the regional conservation plan.
4. To maintain areas protected by Islands Trust Fund in a substantially natural state.
5. To ensure that conservation covenants held by the Islands Trust Fund are adequately monitored and enforced.
6. To assist, where possible, in the protection of culturally significant landscapes.
7. To establish and maintain close working relationships with other parts of Islands Trust and with individuals, communities, non-government organizations and government agencies that are involved in conservation in the Islands Trust Area and to encourage, assist and work with these groups.

Increasing Understanding

8. To increase general recognition of the Islands Trust Fund as a conservation land trust.
9. To encourage and assist property owners to protect significant areas and special features through private land stewardship measures.

This Strategic Plan further sets out objectives to be achieved and strategic actions and performance indicators that will allow us to measure our progress toward each of our strategic goals.

In addition to our strategic plan, the Trust Fund Board will develop and monitor annual work programs that further this plan.

Our Challenges

- We have conducted our work under the premise that most land in the trust area is significant because the Trust Area itself is significant. However, we must increase our ability to identify the most significant areas and work to protect them first.
- The Islands Trust Area has increasing development pressures. Greater pressure on the land base for presents a challenge for the protection of significant areas.
- Acquiring land is not sufficient to ensure its conservation. We must monitor and manage our properties to achieve our conservation goals.

- There are many groups working within the Islands Trust Area and this can cause confusion among the public and our supporters. We must develop and maintain partnership for conservation.
- The public needs to be more fully aware of the Islands Trust Fund and its conservation efforts and achievements.
- We must enhance our communications and ensure clear messages are provided about the importance of the environment within the Trust Area and the benefits of protecting it.
- We are part of a local government and may not be seen as a primary recipient for support from individuals, corporate sponsors and grant-making foundations. We must identify suitable matches for support.

The Opportunities

- We are one of the oldest land conservation organizations in BC with almost 15 years of experience and expertise. There is an opportunity to market and share this expertise more widely.
- We concentrate our work within one regional area of BC, therefore, people interested in supporting island conservation can contribute to us.
- We have an operating budget provided through the Islands Trust and therefore, 100% of all donations goes directly to conservation and not to overhead.
- We have strong relationships with other groups in the conservation field in BC
- We can use conservation covenants, ecological gifts, life estates, property acquisitions, and donations as tools to assist in securing significant land.
- Over 900 foundations in North America provide financial support for conservation. We need to develop relationships with some of them.
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Measuring Success

At the beginning of each calendar year the Trust Fund Board will review its progress on the Strategic Plan and its success in achieving the goals based on the measures of success identified in this plan. This assessment will occur in relation to the development of an annual work program.

Our Staffing Needs

For the Islands Trust Fund to be effective and efficient in achieving its mandate over the long term and the goals for the next 5 years, the following staff will be needed:

- Islands Trust Fund Manager (existing full time position)
- Land Protection Specialist (existing full time position)
- Fundraising and Communications Specialist (currently ½ time - increase from 2.5 days/wk to 3 days/wk in 2005 and to full time in 2007)
- Islands Trust Fund Secretary (existing 0.7 position - increase to 0.9)
- Property Management Specialist (new position to be requested as program in 2005 and base item in 2006)

Board Committees

The Islands Trust Fund Board will maintain four Board committees, directed by Board members to further the Islands Trust Fund goals and to ensure effective organizational management. A brief terms of reference and an action plan for the five years will be created for Board approval and the committees will report at Islands Trust Fund Board meetings on progress in their areas of focus.

The committees will generally undertake their work by email and teleconference. Only limited meetings will be held and these will be scheduled in connection with other meetings to reduce the need for travel specific to the committee.

Conservation Planning Committee – the purpose is to assist staff in organizing local ground-truthing of Landscape Classification Maps and to assist staff in completing a Regional Conservation Plan by reviewing options and recommendations. The Land Protection Specialist will provide staff support for this group.

Property Committee – the purpose is to help assist in developing policies and procedures to ensure an appropriate level of protection for ITF lands, including adequate management and monitoring, and to ensure positive liaison with groups involved in the management of ITF properties and others undertaking conservation projects in the Trust Area. The Manager will provide staff support for this group.

Outreach Committee (All members) – the purpose is to promote the Islands Trust Fund within the Islands Trust Area and in Vancouver and Victoria through community events. This will assist in deepening people's understanding of the importance of the trust area, its environment and the benefits of protecting significant areas. The Communications & Fundraising Specialist will provide staff support for this group.

Financial Planning & Budget Committee -- the purpose is to help the Manager develop the annual proposed budget for the Trust Fund Board and Islands Trust Fund team and to pro-actively address strategic financial questions and issues related to the Trust Fund Board and its work. The Manager will provide staff support for this group.

Board members will be expected to participate on at least one workgroup to assist in developing the Islands Trust Fund profile and achieving it goals. Additional external specialists or interested individuals may be asked to volunteer their time and resources to these workgroups.

Strategic Plan Flowchart

The Strategic Top-down Approach occurs when one begins with strategic level priorities and goals and then establishes the objectives to be used to achieve the goals and the strategic level actions or indicators that will show success in achieving the objectives.

Islands Trust Fund Plan 5 Year Priorities

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Strategic Goals

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Objectives

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Strategic Action/Performance Indicators

The overall goal is to achieve the priorities by achieving everything below them that flows from them. The Strategic Plan, below, outlines the priorities, goals, objectives and actions/indicators that will set the strategic direction for the next five years.

STRATEGIC PLAN
2003-2007

Islands Trust Fund Plan Priorities	Strategic Goals	Objectives	Strategic Actions/Performance Indicators
Show Leadership in Conservation Planning	1. Establish a Regional Conservation Plan	1. Enhance our landscape level approach to conservation 2. Enhance our regional approach to conservation	1. Complete landscape classification mapping for all islands 2. Analyze landscape classification mapping to determine top priority areas 3. Determine best ways to protect priority areas 4. Refine policies re: accepting projects
	2. Assist Others in the Islands Trust Area with their conservation planning initiatives	3. Enhance our available information for other groups and the public 4. Enhance our profile as leaders	5. Provide web-based information 6. Workshops/conferences to explain techniques and value of conservation planning
Protecting Significant Areas (Securement and Management)	1. Protect 5% more significant ecosystems in 5 years	1. Implement significant area protection through covenants and land securement 2. Develop relationships with Local Trust Committees	1. Secure X hectares of land over the five years 2. Assist Local Trust Committees to achieve their conservation priorities/projects
	2. Maintain lands in a Natural State	3. Updated land management strategy	3. Conduct formal review of current land management program

	3. Provide adequate monitoring of covenanted areas	4. Develop monitoring and enforcement protocols	4. Conduct formal review of current monitoring procedures/program 5. Investigation of and follow-up on potential breaches noted through monitoring.
	4. Assist with Protection of Cultural Landscapes	5. Determine how to assist in protecting cultural landscape with current limited resources & expertise	6. Identify other agencies and groups that protect cultural landscapes in the Trust Area
	5. Establish Close working relations with those in the conservation field and encourage, assist and work with these groups	6. Maintain existing and develop new partnerships for conservation	7. Establish partnership database 8. Establish regular partnership meeting schedule. 9. Contributions to projects where the TFB does not receive land or covenant. 10. Note of staff assistance provided to other groups
Increase Understanding (Communications) of landscape and Benefits of Protecting It	1. Increase Recognition of ITF as a Conservation Land Trust	1. Updated communications strategy 2. Create a presence on-island	1. Review 1997 Communication Strategy 2. Conduct islands information sessions and attend public events 3. Established presentation database
	2. Encourage and assist landowners to protect significant areas through private land stewardship	4. Build relationships with interested parties 5. Have appropriate information available for interested parties	4. Publish "The Heron" annually 5. Update brochures 6. Conduct island information sessions and attend public events

Other Items Not in the ITF Plan			
Governance	1. Strengthen the role and abilities of the Trust Fund Board	1. Have Islands Trust Fund and Trust Fund Board issues addressed through the Islands Trust Governance / Restructure Initiative	1. Name change, acquisition dollars through taxes, 5% park dedications, crown land transfers, board structure

Strategic Actions Timeframe

Goal	2003	2004	2005	2006	2007
Establish a Regional Conservation Plan	Complete landscape classification mapping for all islands	Analyze landscape classification mapping to determine top priority areas	Determine best ways to protect priority areas	Refine policies re: accepting projects	
Assist Others in the Islands Trust Area with their conservation planning initiatives	Provide Workshops/conference session to explain techniques and value of conservation planning	Provide web-based information regarding conservation planning			
Protect 5% more significant ecosystems in 5 years	Secure land through covenants and acquisitions Assist Local Trust Committees to achieve their conservation priorities/projects	Secure land through covenants and acquisitions Assist Local Trust Committees to achieve their conservation priorities/projects	Secure land through covenants and acquisitions Assist Local Trust Committees to achieve their conservation priorities/projects	Secure land through covenants and acquisitions Assist Local Trust Committees to achieve their conservation priorities/projects	Secure land through covenants and acquisitions Assist Local Trust Committees to achieve their conservation priorities/projects
Maintain lands in a Natural State		Conduct formal review of current land management program	Prepare updated land management strategy		
Provide adequate monitoring of covenanted areas	Conduct formal review of current monitoring procedures/program Investigation of and follow-up on potential breaches noted through monitoring.	Investigation of and follow-up on potential breaches noted through monitoring.	Investigation of and follow-up on potential breaches noted through monitoring.	Investigation of and follow-up on potential breaches noted through monitoring.	Investigation of and follow-up on potential breaches noted through monitoring.

Assist with Protection of Cultural Landscapes			Identify other agencies and groups that protect cultural landscapes in the Trust Area	Determine how to assist in protecting cultural landscape with current limited resources & expertise	
Establish Close working relations with those in the conservation field and encourage, assist and work with these groups	Establish partnership database Establish regular partnership meeting schedule. Contributions to projects where the TFB does not receive land or covenant. Note of staff assistance provided to other groups	Establish regular partnership meeting schedule. Contributions to projects where the TFB does not receive land or covenant. Note of staff assistance provided to other groups	Establish regular partnership meeting schedule. Contributions to projects where the TFB does not receive land or covenant. Note of staff assistance provided to other groups	Establish regular partnership meeting schedule. Contributions to projects where the TFB does not receive land or covenant. Note of staff assistance provided to other groups	Establish regular partnership meeting schedule. Contributions to projects where the TFB does not receive land or covenant. Note of staff assistance provided to other groups
Increase Recognition of ITF as a Conservation Land Trust	Review 1997 Communication Strategy Conduct islands information sessions and attend public events Establish presentation database	Update communications strategy Conduct islands information sessions and attend public events	Conduct islands information sessions and attend public events	Conduct islands information sessions and attend public events	Conduct islands information sessions and attend public events

Goal	2003	2004	2005	2006	2007
Encourage and assist landowners to protect significant areas through	Publish "The Heron" annually Update brochures Conduct island information sessions and attend public events Build relationships with interested parties	Publish "The Heron" annually Conduct island information sessions and attend public events Build relationships with interested parties	Publish "The Heron" annually Conduct island information sessions and attend public events Build relationships with interested parties	Publish "The Heron" annually Conduct island information sessions and attend public events Build relationships with interested parties	Publish "The Heron" annually Conduct island information sessions and attend public events Build relationships with interested parties
Strengthen the role and abilities of the Trust Fund Board	Have Islands Trust Fund and Trust Fund Board issues addressed through the Islands Trust Governance / Restructure Initiative (name change, acquisition dollars through taxes, 5% park dedications, crown land transfers, board structure)	Have Islands Trust Fund and Trust Fund Board issues addressed through the Islands Trust Governance / Restructure Initiative	Have Islands Trust Fund and Trust Fund Board issues addressed through the Islands Trust Governance / Restructure Initiative	Have Islands Trust Fund and Trust Fund Board issues addressed through the Islands Trust Governance / Restructure Initiative	Have Islands Trust Fund and Trust Fund Board issues addressed through the Islands Trust Governance / Restructure Initiative